# DCMA Workforce Strategy

*Presented By:*

**Steve Uehling, Acting Director, DCMA-HRW**

*June 2000*

# Purpose

**DCMA** — Defense Contract Management Agency

- **To provide information on the latest DCMA workforce initiatives**
  - *DCMA Intern Program*
  - *Military Personnel*
  - *Career Development*
    - Individual Development Planning
    - Developmental Opportunities
    - Tuition Assistance
    - Employee Training Metrics
    - DAWIA/DAU

# Agency Workforce Demographics



| | 0 - 5 | 6-10 | 11-15 | 16 - 20 | 21 - 25 | 26 - 30 | 31 - 35 | 36 - 40 | 41 - 45 | 46 - 50 | 51 or More | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| ■ 62 and OVER | 3 | 17 | 156 | 233 | 174 | 106 | 67 | 46 | 29 | 10 | 8 | 849 |
| ■ 60-61 | 4 | 7 | 90 | 171 | 85 | 53 | 36 | 38 | 4 | 0 | 0 | 488 |
| ■ 55-59 | 6 | 29 | 301 | 479 | 338 | 272 | 276 | 99 | 2 | 0 | 0 | 1,802 |
| □ 50-54 | 22 | 48 | 426 | 559 | 669 | 858 | 589 | 7 | 0 | 0 | 0 | 3,178 |
| □ 46-49 | 25 | 35 | 298 | 447 | 598 | 566 | 18 | 0 | 0 | 0 | 0 | 1,987 |
| ■ 40-45 | 29 | 54 | 536 | 759 | 666 | 120 | 0 | 0 | 0 | 0 | 0 | 2,164 |
| □ UNDER 40 | 123 | 146 | 664 | 356 | 39 | 0 | 0 | 0 | 0 | 0 | 0 | 1,328 |

Years of Service
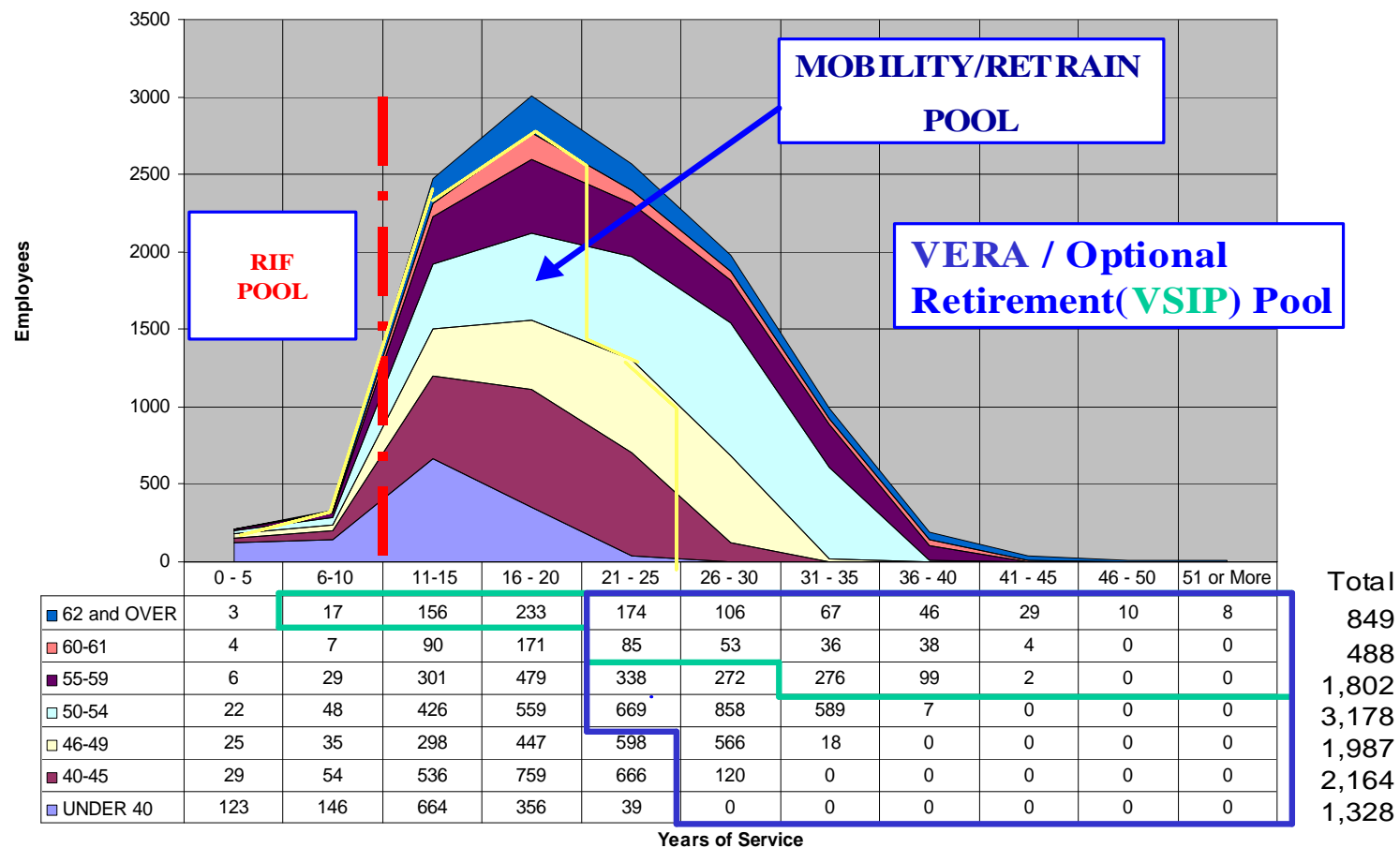
*New hires are needed as our workforce becomes increasingly retirement eligible.*

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- **Current Program**
  - *Three year curriculum*
  - *17 Interns -- First participants graduate Fall 2000*
    - □ **Assignment of permanent duty stations underway**
  - *Managed by the Personnel Development Center (HQ)*
- **Current level of activity will not support future workload requirements**

*We need to attract new talent to fill resource gaps.*

- **FY 00 -- Expanded Program**
  - *Goal: Hire up to 432 candidates by September 30, 2000*
  - *Aggressive recruitment began in April 2000*
    - **Using OPM and HROC -- internal and external candidates**
    - **Second cut-off -- announcements open thru June 30, 2000**
  - *Over 2400 applications received the first month*
- **Full enrollment projected at 600 members by FY 02**

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- **FY 00 Program Execution**
  - *DCMA Personnel Development Center (DCMAC-I) provides program management*
  - *DCMDE HR provides Personnel Servicing*
  - *Supervision -- locally at CMOs*
    - *responsible for HR functions; program adherence; career advice*

- **Current Activities**
  - *Crafting program guidance for EDB approval*
  - *Districts establishing FY 01 requirements*
  - *Curriculum update underway*
    - **Standardizing IDPs for career series**
    - **Negotiating DAU quotas needed for Level I certification**
  - *Orientation for Local Coordinators -- July 25, 2000*

DCMA POC: Mr. Willie Foreman (Acting PDC Director),
(703) 767-2351

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- **Taking care of our colleagues in uniform**
  - *Active Duty and Reserves*
  - *TRICARE*
  - *Relocation*
  - *Quality of Life*
  - *Professional Development*
- **Reserve Initiatives**
  - *Zero-based review near completion*
  - *Building a requirements/skills database*
  - *One Book Chapter posted*

DCMA POC:    Major Steve Minnich, USAF, Military Personnel Team, (703) 767-9663

**Maximize access to civilian and military training and career development opportunities through enhanced information and integration of training and development programs**

*Training needs are articulated through the individual development planning process …*
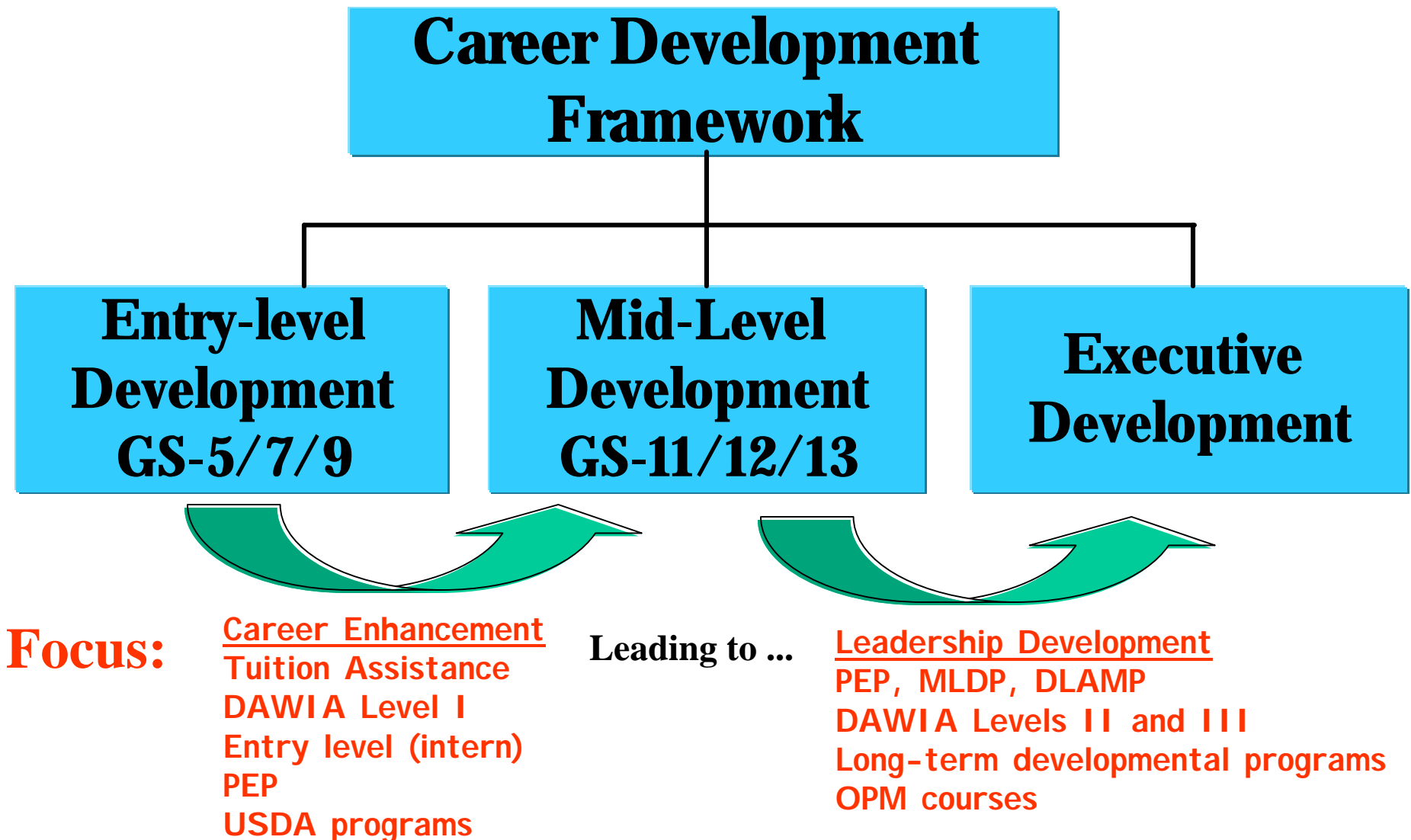
# Individual Development Planning

- **Re-defining the current process**
- **Top down approach**
  - *Appropriate to the employee's stage of development within the career development framework*
  - *Based on requirements essential to mission and career development*
  - *Content must be attainable and realistic:*
    - **Job related**
    - **Within budget**
    - **Prioritized**
  - *Use of career development guides, training matrices*
  - *Approach helps reduce likelihood of IDPs being "wish lists"*
- **Training requirements in the IDP are tracked in the Training Application (TA)**

*Employee development -- not only an <u>individual's</u> responsibility, but also <u>management's</u> responsibility*

# IDPs

- **Process Improvement**
  - *Defining the "top-down" approach*
  - *Developing Career Guides -- to define career tracks for DCMA employees*
  - *Completing Training Matrices*
  - *Draft guidebook being written*
  - *Developing a standard format for use DCMA-wide*

# Training Application (T/A)

- Tracking system for training requirements
- Fulfills several roles:
    - *Recording training needs and completions*
    - *Allocating class quotas*
    - *Monitoring cost of training events*
    - *Formulating the training budget*
- Transition to the DoD Modern System tentatively planned for late 2000
- Data integrity clean-up currently underway

# DCMA Career Development

## Career Development Framework

| Entry-level Development GS-5/7/9 | Mid-Level Development GS-11/12/13 | Executive Development |
| --- | --- | --- |

**Focus:**

Career Enhancement
Tuition Assistance
DAWIA Level I
Entry level (intern)
PEP
USDA programs

Leading to ...

Leadership Development
PEP, MLDP, DLAMP
DAWIA Levels II and III
Long-term developmental programs
OPM courses

# Career Development

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- **Annual data call established**
  - *For all centrally funded opportunities*
  - *Reduces, but does not eliminate, the need for many short-term suspenses*
  - *DCMA Executive Development Board selects final applicants*
- **FY 00 Participation**
  - *Annual Data Call: 44 employees*
  - *Other: 30 (DLAMP, MLDP, etc)*
  - *Total employees: 74*
  - *Total investment: $1.1 M*
- **FY 01**
  - *DCMA will continue to offer opportunities previously funded by DLA, plus new opportunities*
  - *EDB will finalize the strategy for leadership development*

# Tuition Assistance

- **Outlined by Information Memorandum 00-88**
  - *Info memo on the DCMA Homepage*
  - *$188 maximum per credit hour*
  - *Must be job or mission related*
  - *Document on IDP*
  - *Submit requests 30 days prior to start date*
  - *Courses must be taken for academic credit*
  - *Must obtain passing grade of "C" or higher*
- **Spent $260K in FY99**
- **FY 00: $510K allocated**

# DAU Quotas

- **Business Plan Metric:**
  - *Achieve a 95% utilization rate for all Defense Acquisition University (DAU) quotas received*

- **FY 00 Goal/Target:  95% Quota Usage**

- **FY 00 to Date:  155% Quota Usage**

![DCMA - Defense Contract Management Agency]

# DAU Quota Execution

**Through March, 2000**



Goal 95%

Legend: DCMDE, DCMDW, DCMDI, HQ DCMA, DCMA, YTD, GOAL

|  | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | June |
|---|---|---|---|---|---|---|---|---|---|
|  | Used/Allocated | Used/Allot'd | Used/Allot,d | Used/Allot'd | Used/Allot'd | Used/Allot'd | Used/Allot'd | Used/Allot'd | Used/Allot'd |
| DCMDE | 14/44 | 58/6 | 15/11 | 37/32 | 36/20 | 39/30 |  |  |  |
| DCMDW | 57/20 | 53/31 | 17/10 | 60/25 | 34/34 | 59/36 |  |  |  |
| DCMDI | 4/ 3 | 4/ 4 | 1/ 1 | 4/ 4 | 7/ 8 | 9/ 6 |  |  |  |
| HQ DCMA | 1/ 1 | 1/ 1 | 1/ 1 | 1/ 1 | 1/ 1 | 2/ 2 |  |  |  |
| DCMA | 111.76% | 276.19% | 147.83% | 164.52% | 123.81% | 147.30% |  |  |  |
| YTD( Cum) | 111.76% | 174.55% | 169.92% | 168.21% | 157.36% | 155.12% |  |  |  |
| Goal | 95% | 95% | 95% | 95% | 95% | 95% | 95% | 95% | 95% |

# DAU Quotas (cont'd)

- FY00 Outlook:
  - *155% Agency wide execution first six months*
  - *Over 100% execution is achieved by Districts and CMOs obtaining vacancies off the DAU 45 day list*
- The 4th Estate Defense Acquisition Career Manager (DACM) requests use of the 45 day list be restricted to priority one fills
- The DACM committed to providing TDY funds for DCMA's continued overexecution this fiscal year
- The DACM will follow-up with DAU on DCMA's request for additional baseline quotas in FY01

# DAWIA Certification

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**Business Plan Metric:  Increase the percentage of personnel that are DAWIA certified to level I (70%), level II (90%), and level III (98%).  Maintain or exceed certification levels by position categories.**

**FY 00 Goal/Target:**
- *Level I (70%)*
- *Level II (90%)*
- *Level III (98%)*

**FY 00 Mid Year Results:**
- *Level I - 30.5%*
- *Level II - 92.4%*
- *Level III - 89.51%*

# Employee Training Hours

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**Business Plan Metric:  Achieve a benchmark standard of 40 training hours per year per employee.**
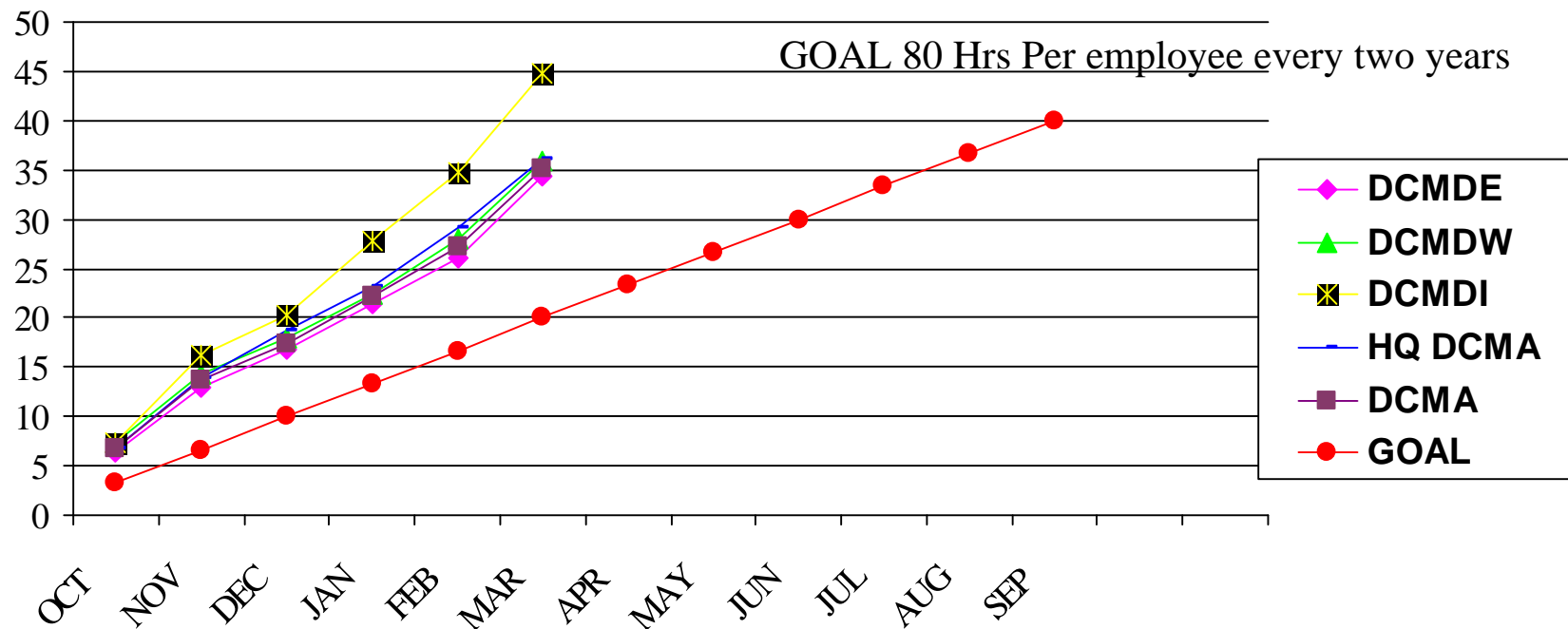
**FY 00 Goal/Target:**

- *40 hours of training per year per employee*
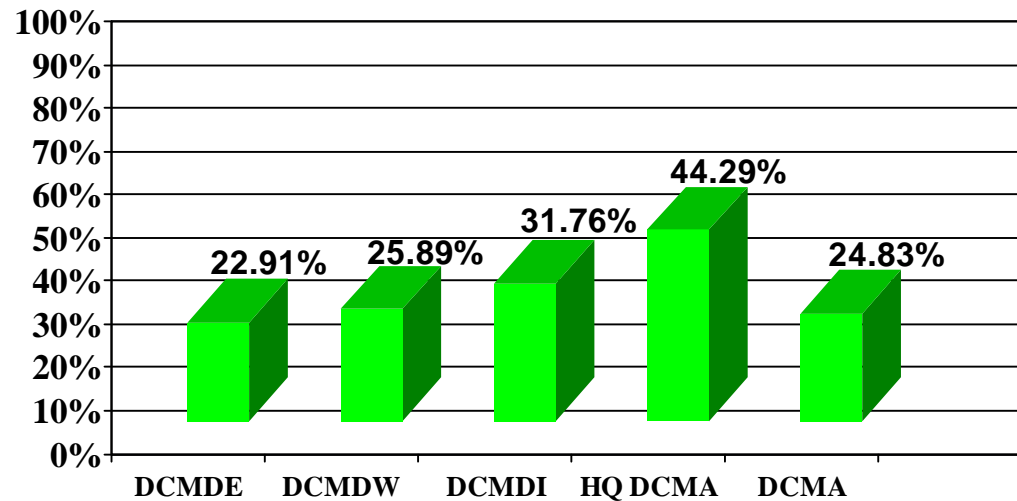- *100% of employees will receive 40 or more hours training*

**FY 00 Mid Year Results:**

- *35.04 average hours per employee*
- *24.83% of employees used 40 or more training hours*

# Training Hours Per Employee Per Year



GOAL 80 Hrs Per employee every two years

| | OCT | NOV | DEC | JAN | FEB | MAR | APR | MAY | JUN | JUL | AUG | SEP |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| DCMDE | 6.44 | 13.02 | 16.82 | 21.48 | 26.04 | 34.41 | | | | | | |
| DCMDW | 7.27 | 14.23 | 17.92 | 22.41 | 27.99 | 35.98 | | | | | | |
| DCMDI | 7.42 | 16.18 | 20.36 | 27.8 | 34.81 | 44.78 | | | | | | |
| HQ DCMA | 6.74 | 13.96 | 18.7 | 23.25 | 29.10 | 36.01 | | | | | | |
| DCMA | 6.83 | 13.68 | 17.46 | 22.19 | 27.31 | 35.04 | | | | | | |
| GOAL | 3.33 | 6.66 | 10.00 | 13.33 | 16.66 | 20.00 | 23.33 | 26.66 | 30.00 | 33.33 | 36.66 | 40.00 |

# Employees using 40 or more Training Hours

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Through Mar, 2000

Legend: ■ 2nd Qtr Fy 00

Chart (percentages by organization):
- DCMDE: 22.91%
- DCMDW: 25.89%
- DCMDI: 31.76%
- HQ DCMA: 44.29%
- DCMA: 24.83%

|  | FY 00 | FY 00 | FY 00 | FY 00 | FY 00 |  |
|---|---|---|---|---|---|---|
| # empl using 40+ training hrs | 1433 | 1272 | 188 | 62 | 2955 |  |
| Total number of empl on board | 6255 | 4913 | 592 | 140 | 11900 |  |
| % empl using 40+ training hrs | 22.91% | 25.89% | 31.76% | 44.29% | 24.83% |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |

# Summary

**DCMA**
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- **Progress:**
  - *The newly formed EDB is focusing senior leadership attention on workforce development.*
  - *Expanding the hiring and training of entry level employees will meet the Agency's current and future workload needs. Overexecuting DAU class quotas strengthens DCMA's hand in pursuing a larger initial allocation of seats.*
  - *DAWIA certification among Agency employees continues to be a priority.*
- **Challenges:**
  - *We must move to a "top down" approach to building IDPs.*
    - Requires creation of career path guides aligned by job series.
  - *Colleagues and supervisors must actively encourage all DCMA employees to pursue at least 40 hrs/yr of training.*